

**THE MANAGERIAL STYLES OF MALAYSIAN MANAGERS  
IN THE PUBLIC AND PRIVATE SECTORS**

**BY**

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## ABSTRAK

Kajian ini membandingkan gaya pengurusan sektor awam dan swasta. Ia melihat lima aspek gaya pengurusan; buat keputusan, serah tugas, komunikasi, kepimpinan dan tolak ansur. Dari lima aspek ini, hanya kepimpinan menunjukkan perbezaan yang ketara. Ini bersesuaian dengan kepercayaan tradisi bahawa pengurus sektor awam kurang melibatkan pegawai bawahan dalam membuat keputusan. Kajian ini juga menunjukkan bahawa pengurus sektor awam mempunyai gaya pengurusan yang hampir sama dengan pengurus sektor swasta. Sebahagian darinya mungkin kerana usaha kerajaan dalam mewujudkan agensi kerajaan yang mengutamakan pelanggan dan lebih mesra. Persamaan ini juga didapati dalam empat aspek lain. Ini satu petanda baik bagi ekonomi Malaysia. Kerjasama sektor awam dan swasta amat diperlukan dalam menjayakan Wawasan 2020.

## ABSTRACT

This study compares the managerial styles of Malaysian managers in the public and private sectors. It focuses on the five aspects of managerial styles; decision making, delegation, communication, leadership and flexibility. Of these five aspects, only leadership shows a significant difference. This coincides with the traditional belief that managers in the public sector are less participative than the private sector managers. It also indicates that the managerial styles of public sector managers are similar to the styles of private sector managers. This is partly due to government efforts in making the government agencies more user-friendly and customer focused. They tend to agree on the other four aspects. This is a good sign for Malaysian economy because the co-operation between public and private sectors is needed in achieving Vision 2020.

## INTRODUCTION

There is something programmed within us, deep within the recesses of our minds, that causes us to view the world in different ways and to react accordingly. Its source is unknown, and its essential character is undefinable. Yet, we know that it exists and, what is more important, that there are certain discernible patterns of style that occur over and over again... (Rowe and Mason, 1987, p.19)

### 1.1 Introduction to the Subject

The word style comes from the Latin, "*stilus*", the bone instrument used by the Romans to write on their waxen tablets (Golightly, 1977). Now its meaning has broadened to include a wide range of human thoughts and activities.

In the field of education, every teacher seems to have his own unique style of teaching. This is mainly due to his personality and philosophy towards the educational system. The same applies in the field of management where managers have their own styles of managing their organizations. Whatever their style might be, they surely derive it from their own personality and philosophy. Perhaps an external factor such as training and education could have added to this uniqueness of managerial styles.

It is from the Western societies that the current theories and practices of managerial styles originated (Ahmad, 1993). Researchers at University of Michigan attempted the first study in identifying different kinds of styles. Later a similar study, known as the Ohio State Leadership Studies was conducted at Ohio State University by Stogdill and Coons. These two studies led other researchers into more research at other universities. So, whether one goes to management school in America, Europe or Asia, one has to learn those trait theories, behavioural theories and situational theories (Ahmad, 1993)

Interestingly, these concepts and theories of managerial styles which were originally developed and practised in Western societies are being relied upon by Malaysian managers in managing their organizations in public or private sectors. Given the differences between Malaysian and Western cultures and the important contributions of public and private sectors to the Malaysian economy, what managerial styles would best suit the managers in these two sectors?

## **1.2 Importance of Styles in Organizations**

The success and failure of an organization, to a large extent, depends on the style of a manager in running the organization (Kang and Saiyadain, 1994). It is because styles are a combination of what the manager brings with him into the organization and the way the organizational culture is recognized, interpreted and adhered to as well as the way the manager actually enacts his role (Jackson, 1991).

Styles vary from one manager to another depending on the values held by the organization and the nature of task to be performed. Some managers might tend to be too autocratic while others might be too humanistics. Whatever it might be, a study conducted by Rowe and Mason (1987) showed that each manager has his or her own dominant style and a backup style to suit the needs of the organization he works with.

These variations in styles, however, are necessary to make the process and activities of managing interesting. Without it management would be a dull business, lacking vitality, individuality, personality and the human touch (Golightly, 1977). Although unique in their styles of management, these managers, said Mintzberg, share something in common:

... all are vested with formal authority over an organizational unit. From formal authority comes status, which leads to various interpersonal relations, and from these comes access to information. Information, in turn, enables the manager to make decisions and strategies for his or her unit. (1991, p.26)

These common things are what Mintzberg terms as the ten roles of the manager, which can be broken down into five areas, decision making, delegation, communication, leadership and flexibility. For the purpose of this study, the five functions of a manager will be used in an attempt to explain the differences between the managerial styles of Malaysian managers in the public and private sectors. In brief, decision making style is the degree to which subordinates are involved in the decision process. Delegation is the degree to which responsibility and authority are handed over to subordinates. Communication style is the tendency of managers to use two-way communication over one-way communication. Leadership looks at whether the managers are authoritative or participative in their styles of management. Finally, flexibility simply means whether the managers are flexible or rigid in running their organizations.

### **1.3 Problem Statement**

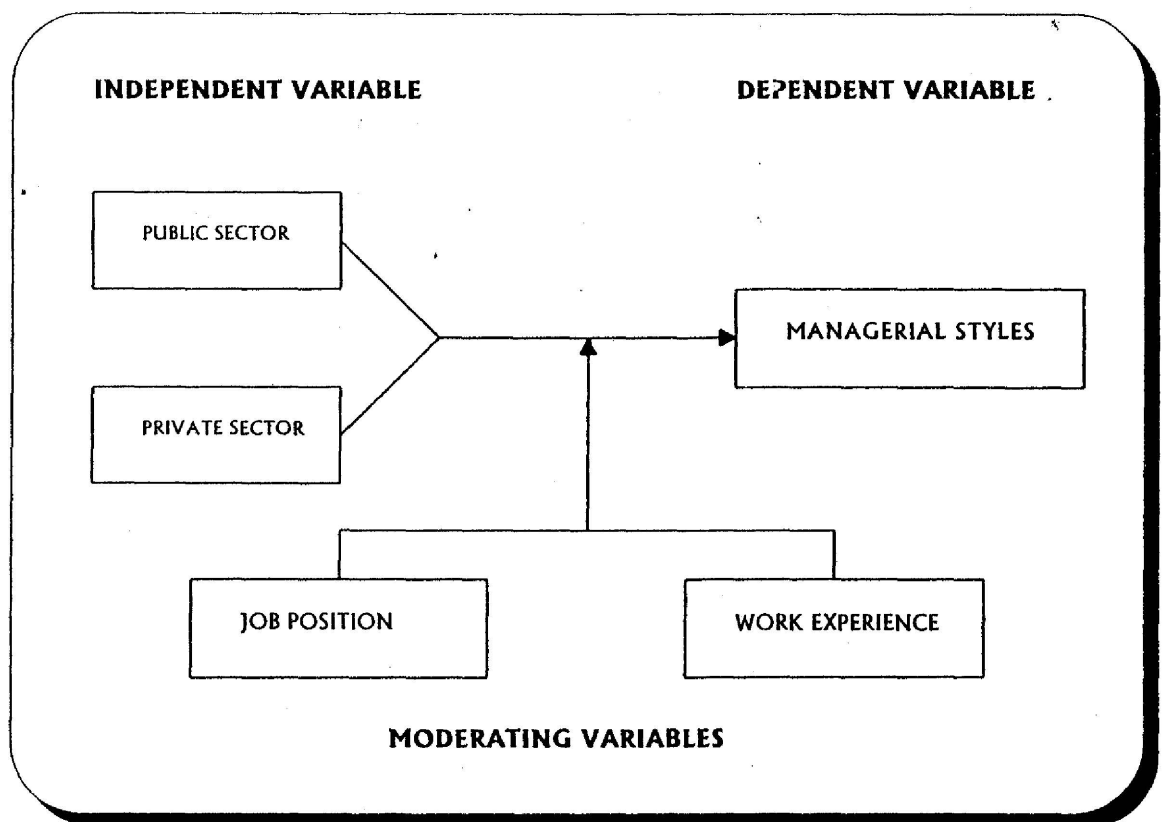
Based on the key functions of the managers, five main aspects of managerial styles will be examined. These are decision making, delegation, communication, leadership and flexibility.

As different situations determine different managerial styles, this study will focus on the managerial styles of Malaysian managers working in the public sector as compared to Malaysian managers working in the private sector. Do they differ in term of the five main aspects of managerial styles?

## 1.4 Theoretical Framework

The variable of primary interest in this research is the dependent variable of managerial styles. The independent variable is used in an attempt to explain the variance in the managerial styles of Malaysian managers. The independent variable is Malaysian managers working in the public sector and Malaysian managers working in the private sector. Job position and work experience are considered as moderating variables in this research as they help in explaining the influence of the independent variable on the dependent variable as shown in Figure 1.

Figure 1  
Schematic Diagram of the Theoretical Framework



It is said that the public sector and the private sector have different settings, different environment, different values and different work cultures. So it is theorized that there

would be positive correlations between managerial styles and Malaysian managers working in the private and public sector. The theoretical framework is shown in Figure 1.

This theoretical framework is adapted from Yukl's Multiple-Linkage Model which explains the influence of the situational variables as in this case - the public sector and the private sector - on the organization itself, the subordinates and the managers. The organization, whether it is in the public sector or the private sector has different environment and demands different styles of management.

The subordinates, too, will have different perception of their managers' managerial styles. Subordinates in public sector are said to be more tolerant of authorities whereas subordinates in the private sector are said to be in favour of the participative leadership.

The situational variables also influence the manager's behaviour. If a manager works in the public sector, he must adapt his style of management as demanded by the situations prevail in the public sector. The private sector manager, on the other hand, will behave in a style that fits the private sector situation or environment.

However, in this model, Yukl did not mention the five aspects of managerial styles which are being examined in this research. Those five aspects of managerial styles were derived from Mintzberg's managerial roles. However, this model implies that it is the situation which influences the styles of management. As this study attempted to relate the situation with managerial styles, only one part of the Yukl's Multiple-Linkage Model is being depicted in the theoretical framework.



#### 1.4.1 *Hypotheses*

From the theoretical framework discussed above, five hypotheses were developed for this research. They are as follows:

- H1 : Malaysian managers in the private sector are more consultative in decision making than Malaysian managers in the public sector.
- H2 : Malaysian managers in the private sector have higher ability to delegate than Malaysian managers in the public sector.
- H3 : Malaysian managers in the private sector use more two-way communication than Malaysian managers in the public sector.
- H4 : Malaysian managers in the private sector are more participative in leadership than Malaysian managers in the public sector.
- H5 : Malaysian managers in the private sector are more flexible than Malaysian managers in the public sector.

#### 1.5 **Purpose of Study**

The purpose of this study was to compare the managerial styles of Malaysian managers working in the public sector and Malaysian managers working in the private sector. Five main aspects of their managerial styles were examined, namely decision making, delegation, communication, leadership and flexibility. This study is adapted from Kang and Saiyadain (1994). This research attempted to see any significant difference between

the two groups of managers with respect to their management styles in those five functional areas.

## **1.6 Significance and Scope of the Study**

In Malaysia, the private sector has long practised what is known as the learning organization. Garratt (1990) defined learning organization as an organization which facilitates the learning of all its members and continuously transforms itself. It is process based and rests in the social-emotional area of management whereby the ability to value people as the key asset for organizational growth is emphasized.

Only recently, this concept of learning organization is introduced to the public sector. Perhaps, managers would realize that there is a serious need to understand emotions and sentiments of employees in term of organizational values and goals. Only when managers can value people as an important asset, they would be able to lead employees to dedication, loyalty and commitment to the organization. In order to understand this concept, managers need to have knowledge of managerial styles (Hayes, et. al., 1988).

Managers, nowadays, need to adapt their styles of management to the ever demanding situations of the business world. No longer can they "get things done through others" but more of exercising participative management, more of coaching others and coordinating and exchanging of information horizontally (Ahmad, 1993).

In moving towards Vision 2020, the public and private sectors are expected to play a crucial role in restructuring an effective government-business relationship. Such unity is one of the major reasons for Japan and Germany post-war success stories. The

Malaysian motto "*Unity is Strength*" must be embodied fully in the smart partnership between government and business. Managers from both sectors must learn to understand each others' styles.

This self-knowledge gives them the power to take advantage of any given situation. It helps them to persevere in those situations that require a style other than their dominant one, and it helps them create situation in which their styles excel (Rowe and Mason, 1987).

In the field of management and organizational behaviour this study can be viewed as a further development of the theory of managerial styles. The results of this study will provide evidence to the existing literature on managerial styles as they relate to organizations and the database for further research on Malaysian managers.

## **1.7 Definitions of Key Terms**

### *Manager*

A manager is a person occupying a position in a formal organization who is responsible for the work of at least one other person and who has formal authority over that person (Reddin, 1990).

### *Subordinate*

A person over whom the manager has authority and for whose work he is made responsible (Reddin, 1990).

### *Public Sector*

Public sector includes the federal, state and local government and statutory authorities but not government-owned corporations (Abdullah, 1991).

### *Private Sector*

Private sector includes the sole traders, partnerships, private limited companies and public limited companies (Lobley, 1988).

### *Managerial Style*

Managerial style is defined as behaviour, predisposition, motives, attitudes and values of managers with respect to decision making, delegation, communication, leadership and flexibility (Kang and Saiyadain, 1994).

## **1.8 Overview of Report**

Several approaches to managerial styles will be discussed in chapter II. The chapter will also present the nature of managerial styles and some arguments concerning traits theories, behavioural theories and situational theories. The chapter will also review the various studies pertaining to managerial styles of Malaysian managers.

The methodology used in this research will be discussed in chapter III. The chapter describes the sample surveyed and the research instruments used as well as data collection and data analysis methods.

Chapter IV will present the results of the research, sample profile, the results of t-Tests conducted on the hypotheses and the ANOVA for the moderating variables.

Chapter V will discuss the managerial styles of Malaysian managers working in the public sector and in the private sector as found in this study. Then it will present the implications of the findings to the field of management, organizational behaviour and

the management practices in Malaysia. Suggestion for further research on managerial styles will also be discussed in this chapter.

## REVIEW OF THE LITERATURE

It seems that one who writes on managerial styles just has to continue writing more on leadership (McKenna, 1978). In his Handbook of Leadership, Bass (1990) pointed out that all managerial functions can potentially provide leadership and all leadership activities can contribute to managing. The original authors of this research, Kang and Saiyadain (1994), discussed leadership theories in the literature review. This literature review will add on to the previous research.

### 2.1 Managerial Styles and Approaches

Nearly all leadership theories can be classified into one of the following approaches: trait approach, behavioural approach and situational approach (Yukl, 1989).

#### 2.1.1 *Trait Approach*

The trait approach believes that effective leaders share special kind of traits and have many things in common with each other. There are two kinds of trait approach. One differentiates leaders from followers and the other one differentiates effective leader from the ineffective one (Balkheyour, 1982). It was first believed that people who are endowed with physical strength, cleverness, ambitions as well as intelligence would be leaders. Later it was discovered that other variables contribute to effective leadership (Hollander, 1978). Effective leaders are sure of themselves and have a lot of confidence. They are interested in accomplishment and derive great satisfaction when they accomplish their goals. They work hard to obtain self-satisfaction not because of any external reward but internal pride (Balkheyour, 1982). As the trait approach tries to

determine leadership effectiveness by the special traits that leaders possess, it was found that a leader with certain trait could be effective in one situation but ineffective in a different situation. Sometimes two leaders with different patterns of traits could be successful in the same situation (Bass, 1990).

### 2.1.2 *Behavioural Approach*

Failure of the trait approach to identify effective leaders led to the behavioural approach to studying leadership. Many of the research on leadership behaviour originated from the pioneering work at Ohio State and University of Michigan (Yukl, 1989).

At Ohio State University, Stogdill and Coons (1957) developed a Leader Behaviour Description Questionnaire consisting of 150 items that appeared to be good examples of leadership behaviour. The subordinates were asked to judge the frequency with which their superiors engaged in each form of behaviour. From this survey two kinds of style emerged and they were labelled "consideration" and "initiating structure".

Consideration is the degree to which a leader acts in a warm and supportive manner and shows concern for subordinates. Some examples of consideration include; being friendly and approachable, doing personal favours for subordinates, backing up subordinates, consulting with subordinates on important matters before going ahead, finding time to listen to subordinates' problems, being willing to accept subordinate suggestions, looking out for the welfare of individual subordinates, and treating a subordinate like an equal. Initiating structure is the degree to which a leader defines and structures his or her own role and the roles of subordinates toward attainment of the group's formal goals. Some examples of initiating structure include: criticizing poor

work, emphasizing the necessity of meeting deadlines, assigning subordinates to tasks, letting subordinates know what is expected of them, co-ordinating the activities of subordinates, offering new approaches to problems, maintaining definite standards of performance, asking subordinates to follow standard operating procedures, and seeing that subordinates are working up to capacity.

Another major program of research on leadership behaviour was conducted by Katz, Maccoby and Morse (1950) at the Survey Research Center, University of Michigan. The research was carried out on 419 clerical workers and 24 supervisors of the Prudential Insurance Company, Chicago. Twelve sections were studied with one high and one low productive groups. The high and low productive groups were matched on the numbers and types of people and the type of work done by them.

The results indicated that the supervisors in high productive groups were "employee centred" while those in low productive groups were "production centred". The first was described as one who stressed the relationship aspect of his job, felt that employees are important and took interest in their individuality and needs. On the other hand, the production centred leader emphasized production and the technical aspects of his job and viewed employees as tools to achieve the goals of the organization (Kang and Saiyadain, 1994).

Though the behavioural approach explained some important aspects of leadership, there are two major weaknesses in this approach. First, different sources (leaders, members, and observers) were used to analyse leadership behaviour by different schools and there was little agreement between different raters of an individual behaviour; thus it is



difficult to determine their relative importance. Is it more important to know what the leader thinks he is doing or how his members perceive his behaviour or how non-participating observers categorize his acts?

Second, there was no agreement about which kind of style is more effective. The researchers' findings indicate that two styles of leadership gained most general approval: the task-oriented style and the interpersonal-oriented style. However, neither style takes into consideration the fact that different situations demand different leadership behaviour in achieving effectiveness (Scott and Mitchell, 1972).

### 1.2.3 *Situational Approach*

The trait and behaviour approaches mainly focused on the leader while less attention was paid to the leader-follower relationship as well as the situation in which leadership takes place. The weakness of these approaches led to the study of the situational approach as a determinant factor in leadership effectiveness.

The main idea of this approach is that, as situations differ, the functions of leaders differ to achieve effectiveness. There is no one specific style that fits all situations. This situational approach is in direct contrast to the behavioural approach which emphasizes special qualities of leaders in varying situations.

In this situational approach, the leader undertakes different functions in situations with different tasks (Balkheyour, 1982). The situational approach is also in direct apposition to the trait approach. Situational theorists suggested that leadership is all a matter of situational demands, that is, situational factors determine who will emerge as leader.

According to situationalism, the leader is the product of the situation, not the son of previous leader (Bass, 1990).

## **2.2 Research on Managerial Styles**

Perhaps the most influential situational theory is that put forward by Fiedler (1967) in his Contingency Model. This theory attempts to predict how leadership style, leader-member relations, the position power vested in the leader and the structure of the task integrate to determine the leader's ability to achieve productive output (McKenna, 1978). It simply says that the leadership process and effectiveness depend highly on situational favorableness. If the situation is very favourable, then it is easy for the leader to guide the group towards effectiveness. If the situation is very unfavourable, the leader's job is more difficult. Thus, the job of the leader in guiding his group to effectiveness varies according to the situation from very favourable to very unfavourable.

The theory also explains that different types of leadership behaviour in different types of situations produce different kinds of performance. However, this theory assumes that there are only two basic types of leadership behaviour: task-oriented and relationship-oriented.

Evidence indicates that a leader is not always task-oriented or relationship-oriented. A combination of these two types of behaviour may occur (Balkhey, 1982). There are certain forces which made the leader decide on the proper style of behaviour for effective management. Tannenbaum and Schmidt (1958) identified these forces in three kinds:

1. Forces in the manager himself, including his value system (how strongly he feels that subordinate should participate in decision making); his confidence in his subordinates; his own leadership inclination (that is, under what circumstances he feels more comfortable); and his feeling of security in uncertain situations.
2. Forces in his subordinates, including the level of subordinates need for independence; the level of subordinates tolerance of ambiguity; the degree of subordinates interest in the problem and its importance; their degree of identification with the goals of the organization; the degree of subordinates knowledge and experience; and the expectation of subordinates to participate in making decision.
3. Forces in the situation, including the type of organization - its structure, size of working units, geographical distribution, and the degree of inter and intra-organizational security required to attain goals; group effectiveness; the nature and complexity of the problem; and the pressure of time.

Moving in the same direction as Tannenbaum and Schmidt, Shetty (1976) added one more force to the model - the organizational system itself. Shetty stressed that both technology and organizational structure have strong influence on leadership patterns.

Specifically, methods of production, division of work, work flow, certainty of tasks and structural attribution of the organization are inter-related and tend to shape leaders behaviour. According to Shetty:

The leadership style of a manager is a product of many forces: in the manager himself, in his subordinates, in the organizational system and in the dynamic situation which is of immediate concern.

Leadership style seems to evolve through a complex and dynamic interaction between these four forces. These forces, acting and interacting simultaneously, shape the pattern of leadership chosen by every manager.

Every manager, at every level of the organization, needs to achieve an integration of these varying and complex pressures. Not only must he react to many pressures and demands of environment but he needs to understand those forces existing in the organization in order to adjust his style of leadership accordingly.

The successful manager is neither an autocratic nor a complete democrat, rather one who integrates the forces operating in relation to the particular situation in question.

The behaviour of an effective leader under specific technological consideration may lead to failure under other technological situations.

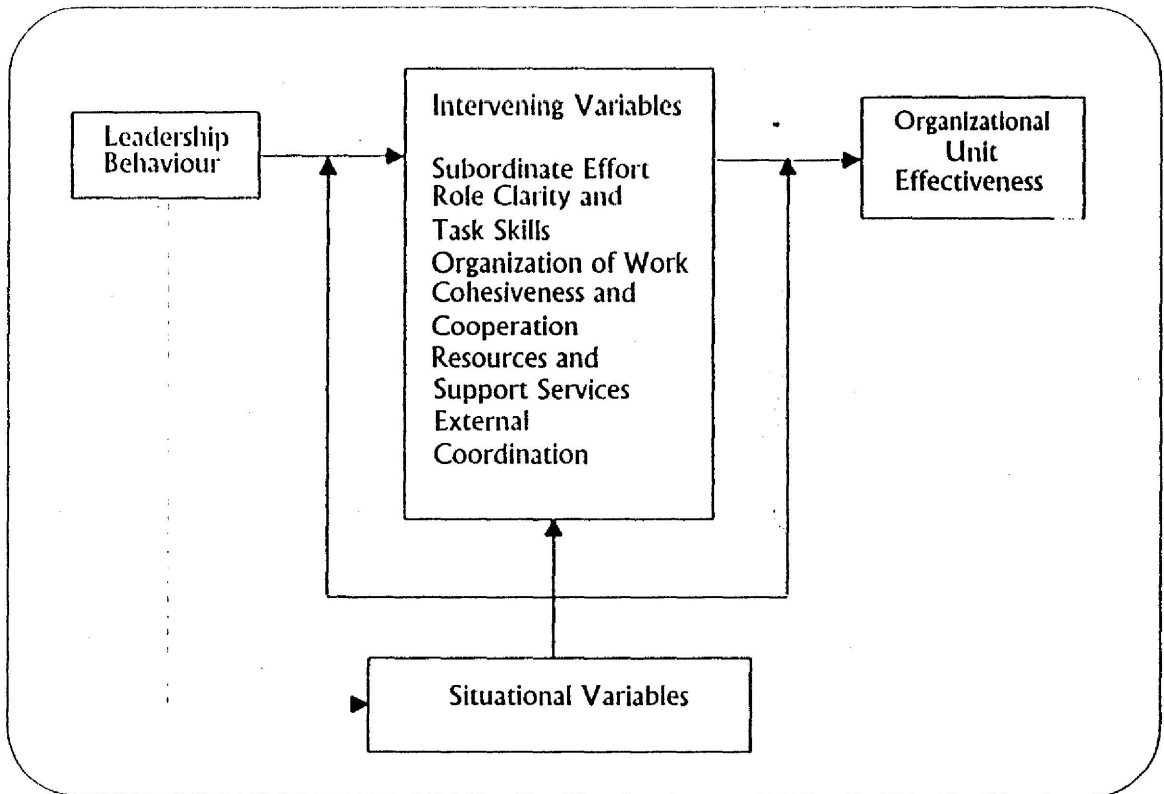
The leadership appropriate in one organizational system may be irrelevant or even dysfunctional in other system. (1979, p. 135-36).

These forces which affect leadership style as proposed by Tannenbaum and Schmidt (1958) and Shetty (1976) are considered as the intervening and situational variables by Yukl (1989). Yukl was able to put them all together in one neat model and called it the "*Multiple-Linkage Model*".

This model suits the definition of managerial style in this study because the behaviour of managers working in two different organizational systems - public sector and private sector will definitely be influenced by the situational and intervening variables as proposed by Yukl. Given below, in Figure 2, is Yukl's explanation of the model:

Figure 2

### THE MULTIPLE-LINKAGE MODEL



According to Yukl, a leader's short-term effectiveness depends on his or her ability to correct any deficiencies in subordinate motivation, role clarity, task skills, resources needed to do the task, organization and co-ordination of subordinates activities, and group cohesiveness and teamwork. The situation determines which of these "intervening variables" are important, which are in need of improvement, and what potential corrective actions are available to the leader.

A leader, argued Yukl, will not be optimally effective if he or she fails to recognize deficiencies in the intervening variables, if the deficiencies are recognized but the leader fails to act, or if the leader acts but lacks the necessary skills to accomplish the desired improvements. Yukl's Multiple-Linkage Model recognizes that the potential short-term influence of the leader on the intervening variables and thus on group performance is

much greater in some situations than in others. The leader will have little short-term influence on subordinate performance if there are no serious deficiencies. Also, if there are deficiencies, but situational constraints prevent the leader from acting to correct them, the leader will have little short-term impact on subordinate performance.

A second basic proposition presented by Yukl is that, over a longer time period, leaders can act to change some of the situational variables and create a more favourable situation. Leader behaviour affecting situational variables involves organizational change and public relations efforts with superiors and other important people outside of the leader's organizational unit. The leader may change the situation in order to alter the relative importance of some situational variables, to correct chronic deficiencies caused by the existing situation, or to eliminate situational constraints on future short-term corrective actions. By successfully pursuing these kinds of changes over a longer period of time, a leader is sometimes able to do more to improve group performance than is possible by short-term responses to immediate deficiencies in intervening variables.

### **2.3 Malaysian Studies on Managerial Styles**

In the Malaysian context, a few studies have been conducted on managerial styles. Everett, Krishnan and Stening (1984) compared Japanese managers to Malaysian managers and found that Japanese managers can be characterized by values as honest, methodical, polite, logical, decisive, serious, patient, tolerant, flexible and modest. The Malaysian managers are also found to possess some of these values. They, too, are honest, methodical, serious and tolerant. But they are more extroverted than the Japanese managers.

In 1993, Zulaiha used the Myers-Briggs Type Indicator to identify the managerial style of 800 middle, senior and top managers of 17 public and private organizations in Malaysia. Her results showed that 69 percent of Malaysian managers are traditionalists, 21 percent visionaries, 6 percent trouble-shooters and 4 percent catalysts. Previously, in 1987, Rowe and Mason conducted a similar study using the same Myers-Briggs Type Indicator on American managers.

Using Zulaiha's classification of the basic styles, Rowe and Mason's (1987) results, 25 percent can be categorized as traditionalists, 30 percent visionaries, 27 percent trouble-shooters and 18 percent catalyst. The traditionalists are characterized by their practical orientation and emphasis on the "*here and now*". People with this style tend to use data that focus on specific facts and prefer structure. They are action-oriented and decisive and look for speed, efficiency and results. They can be autocratic and exercise power and control. Their focus is short-range and they tend to have the drive and energy to accomplish difficult tasks.

The visionaries are characterized by the tendency to overanalyse a situation or always search for the best possible solution. People with this style often reach top posts in their organizations, and while very technical in their outlook, they can often be autocratic. This style responds well to new requirements. The trouble-shooters are characterized by creativity and a broad outlook. People with this style are perfectionists, want to see many options, and are concerned about the future. They tend to be creative in finding answer to problems and can easily visualize alternatives and consequences. They tend to closely associate with their organization and value praise, recognition, and independence. They prefer loose control and are willing to share power.

The catalysts are the most people-oriented of all four. People with this style enjoy being involved with people and exchanging ideas with them. They are good listeners and are interested in others. They are also very supportive, receptive to suggestions, show warmth, use persuasion, accept loose control, and prefer verbal to written reports. They tend to focus on short-run problem and are action-oriented (Rowe and Mason, 1987).

In a more recent study, Kang and Saiyadain (1994) developed a Managerial Styles Questionnaire and used it to compare Malaysian managers and Taiwanese managers. Based on the key functions of the managers, five main aspects of managerial styles are examined. These are decision making, delegation, communication, leadership and flexibility. Their results indicate no significant differences between the managerial styles of Malaysian and Taiwanese managers on all five aspects. One of the reasons lies in the fact that both Malaysian and Taiwanese managers in the sample share the same Chinese tradition and socio-cultural ethos.

From these three studies, Everett, Krishnan and Stening (1984); Zulaiha (1993); and Kang and Saiyadain (1994), Malaysian managers are found to be quite decisive in their work orientation and their relationship with subordinates centres around work and tasks requirements. Although these three studies were able to describe the values and styles of Malaysian managers, they did not focus on the situation which could affect managerial and organizational effectiveness.

## **2.4 Five Main Aspects of Managerial Styles**

Using the same five main aspects of managerial styles as in the original study (Kang and Saiyadain, 1994), this study focused on those five functions of a manager:



1. *Decision Making*

Decision making simply means the degree to which subordinates are involved in the decision making process. McKenna (1978) found that whenever a manager perceives a large difference between what he considers desirable and what his subordinates actually possess in terms of qualities or skills related to job performance, he is inclined to exclude his subordinates from the decision making process.

On the other hand, whenever he perceives a small difference, he is likely to involve his subordinates in the decision making process.

2. *Delegation*

Delegation simply means the degree to which responsibility and authority are handed over to subordinates. According to Yukl (1989), delegation is when the manager gives his subordinates the authority and responsibility for making decision; the manager usually specifies limits within which the final choice must fall, and prior approval may or may not be required before the decision can be implemented.

3. *Communication*

Communication simply means the use of two-way versus one-way communication. A one-way communication, according to Balkheyour (1982), flows from the manager to his subordinates in the form of job instructions, memos and operating manuals. It is inadequate and incorrect because it focuses on what the manager wants to say, while communication is the act of the

subordinates. It does not work and will be useless unless the manager knows what the subordinates can perceive, expect to receive, and want to do; it is a waste unless it is based on the subordinates' perception.

An effective organization, argued Balkheyour (1982), needs two-way communication. Seek not only to be understood, but to understand others as well. A leader must understand the feelings, emotions and subordinates' point of view. A two-way communication is like the nerve system in the human body which carries the messages between the brain and the parts of the body and vice versa. It must be good in order for the body to function properly.

#### 4. *Leadership*

Leadership simply means authoritarian leadership style versus participative leadership style. Tannenbaum and Schmidt (1958) in their Continuum of Leadership Behaviour pointed out that the authoritarian leadership style permits no chance for subordinates participation in the decision making process. The participative leadership style gives subordinates an extreme degree of freedom and the greatest degree of subordinate participation. The manager is considered a member of the group.

#### 5. *Flexibility*

Flexibility simply means whether the manager is flexible or rigid in his management style. Reddin (1990) stressed that a flexible manager or a rigid manager are not more or less efficient in themselves. Their efficiency depends on the situation in which their styles are used. A highly flexible manager is perceived as oriented to reality, sensitive, adaptive, and open-minded. A rigid

manager is perceived as having a closed mind, as intolerant and unsociable and

~~as a manager~~

## **2.5 The Influence of Job Position and Work Experience on Managerial Styles.**

In an organization, the job position of a manager is believed to influence his managerial style. Depending on whether he is a junior level manager or a senior level manager, he will certainly have a different view on the need to involve subordinates in the decision making process. Blankenship and Miles (1968) reported that higher level managers were more likely to involve their subordinates in decision making process, whereas those lower level managers felt a lesser need to rely on subordinates. Heller and Yukl (1969) associated a less centralised decision style with a higher level manager.

The same thing was discovered by Jago and Vroom (1977). They found that there was a greater propensity to use participative leadership at the higher managerial level. However, McKenna (1978) found that job position is not the mediating variable in the relationship between decision style and the kind of organization a manager works in. As managers become more experience, he is said to be more directive than consultative in his decision making. Litchfield (1956) maintains that an executive new to his job and feeling uncertain about situations confronting him is likely to seek elaborate counsel, but the self-contained manager prefers to deliberate alone, with the implication that he involves his subordinates to a minimum extent in the decision making process.

Heller and Yukl (1969) also found that as a supervisor becomes more experience in his job, he has a greater tendency to shift from participative to a directive leadership style. McKenna (1978) in his study of the Management Style of The Chief Accountant also